



## Leadership: A critical piece to effective implementation

### The 10 Components of Successful EBP Implementation:

1. Leadership
2. Environmental Factors
3. Staff
4. Training and Technical Assistance
5. Communication
6. Change Agent
7. Integration
8. Resources
9. Time
10. Fidelity

---

*Leadership is  
deciding the best  
course of action and  
doing the right things.*

---

The importance of Leadership has been emphasized throughout the Nebraska Probation System. The mission and vision highlight the System's priority to be leaders in criminal justice. Leaders initiate change and through this change inspire and motivate others to implement the transformation.

Leaders, as a component of successful evidence-based practice (EBP) implementation, consist of several key characteristics.

- **Effective:**  
An effective leader is able to see the "big picture" by having a long range perspective. At the October 2007 management meeting administration brought in national speakers to educate the System towards becoming an effective leader.
- **Commitment:**  
Nebraska Probation leaders show commitment through their belief in the philosophy of evidence-based practices. Leaders use this knowledge to mentor other staff. EBP Teams have illustrated their leadership through the commitment to implementing change on a district level.
- **Involvement:**  
Leaders come in all shapes and sizes at all levels of an organization. Nebraska Probation has seen leaders emerge within districts who are not necessarily in management positions. Involvement is demonstrated through committee work, collaboration with other systems (HHS, Department of Corrections, private practitioners, etc.), and through the training of colleagues.



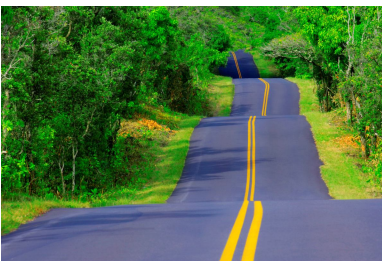
---

*Leadership is practiced  
not so much in words  
as in attitude and in  
actions.*

---

*Harold S. Geneen*

---



- **Understanding the Initiative:**

With an understanding of evidence-based practices, leaders in Nebraska Probation have challenged the status quo throughout the criminal justice system. Administration and districts across the state have developed new ideas and approaches to effective probationer supervision. These include the Fee for Service Voucher Program, Standardized Model for Delivery of Substance Abuse Services, Day and Evening Reporting Center programming, Rural Improvement for Schooling and Employment (RISE) program, Specialized Substance Abuse Supervision (SSAS), Specialized Programming (Domestic Violence, Sex Offenders, and DUI), among others.

- **Flexible, Adaptable & Open to Change:**

It is essential for leaders to not only see the “Big Picture,” but be flexible on the path towards implementation. The Nebraska Probation System has shown openness to this change in the following ways. First, each probation district was tasked with moving offenders towards EBP and what research says is best for offender supervision. Second, the use of standing committees and new committees to identify “what works” and what “makes sense” when it comes to creating new policies and procedures. Finally, during this time new screening tools were implemented including the LS/CMI and YLS/CMI, SV, DV Matrix, and Vermont Assessment of SO Risk. When implementation was first discussed, it appeared daunting and difficult, especially without detailed policies, but with a System flexible and open to change, Probation is now well on the way towards implementation

- **Motivate towards a Shared Vision:**

Leaders are “visionaries” and must be able to communicate their vision to empower staff and educate stakeholders. It was essential that the Nebraska Probation System understood the reason for change and the desired outcomes. EBP Teams, conferences, training, and management meetings are some of the paths Probation Administration utilized to get information to the entire System. The goal of Nebraska Probation is to have a shared vision. This will allow the System to continue to strengthen and grow.

Leadership is achieved through an organization’s visible commitment to the changes being implemented. In the last two years Nebraska Probation has done more than ever expected. We the leaders will continue this move on our path towards a unified System.